

# ***JOCSP Effort - A PM Approach***

**19 Feb 09**

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USSOUTHCOM JOCSP**

# *Agenda*

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- **Purpose**
- **A Quick PM Primer**
- **How PM applies to the JOCSP effort**
- **Cost and Benefits**

# *Purpose*

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- **Describe a PM approach to the JOCSP effort**

# ***A Quick PM Primer***

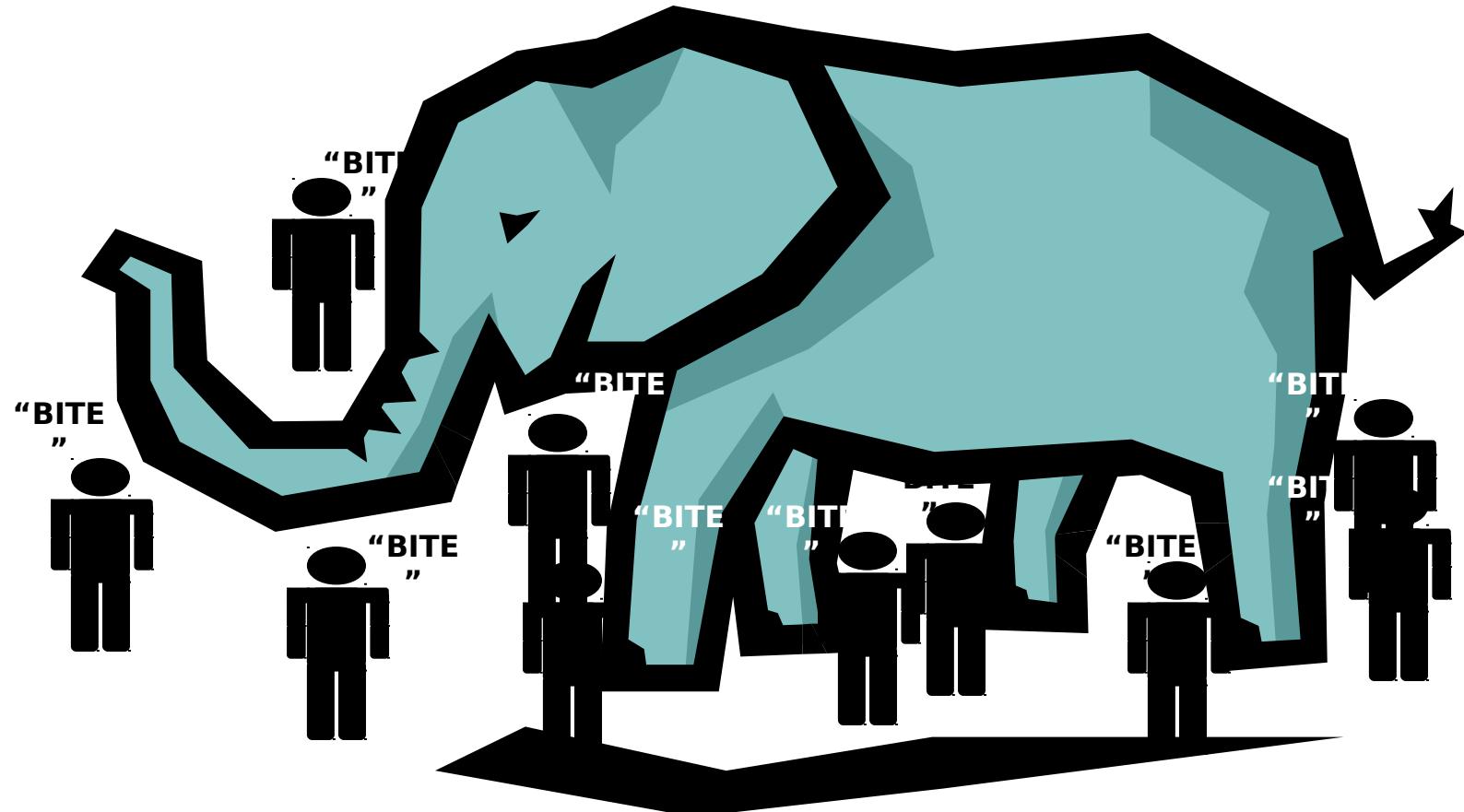
# ***What is a project?***

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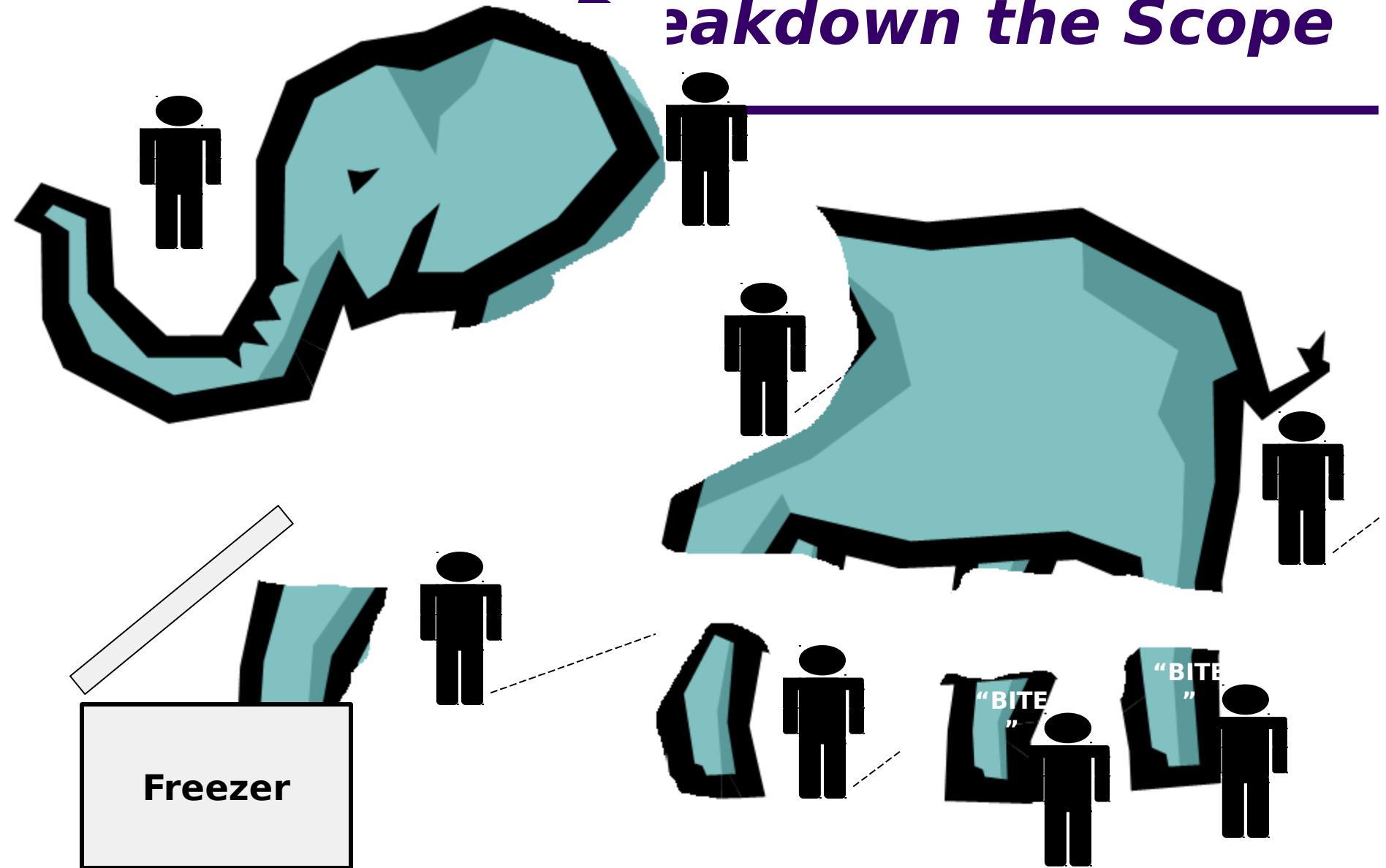
- **Project - a temporary endeavor taken to produce a unique product, service or result.**
  - PMBOK® Guide Third Edition
- **Project - Synonymous with term “program” in general DoD usage. Specifically, a planned undertaking having a finite beginning and ending, involving definition, development, production, and logistics support of a major weapon or weapon support system or systems. A project may be the whole or a part of a program. The Project Management Institute (PMI) defines a program as a series of projects managed in a coordinated way.**
  - DoD Extension to the PMBOK® Guide First Edition

# *How do you eat an elephant?*

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# ***Breakdown the Scope***

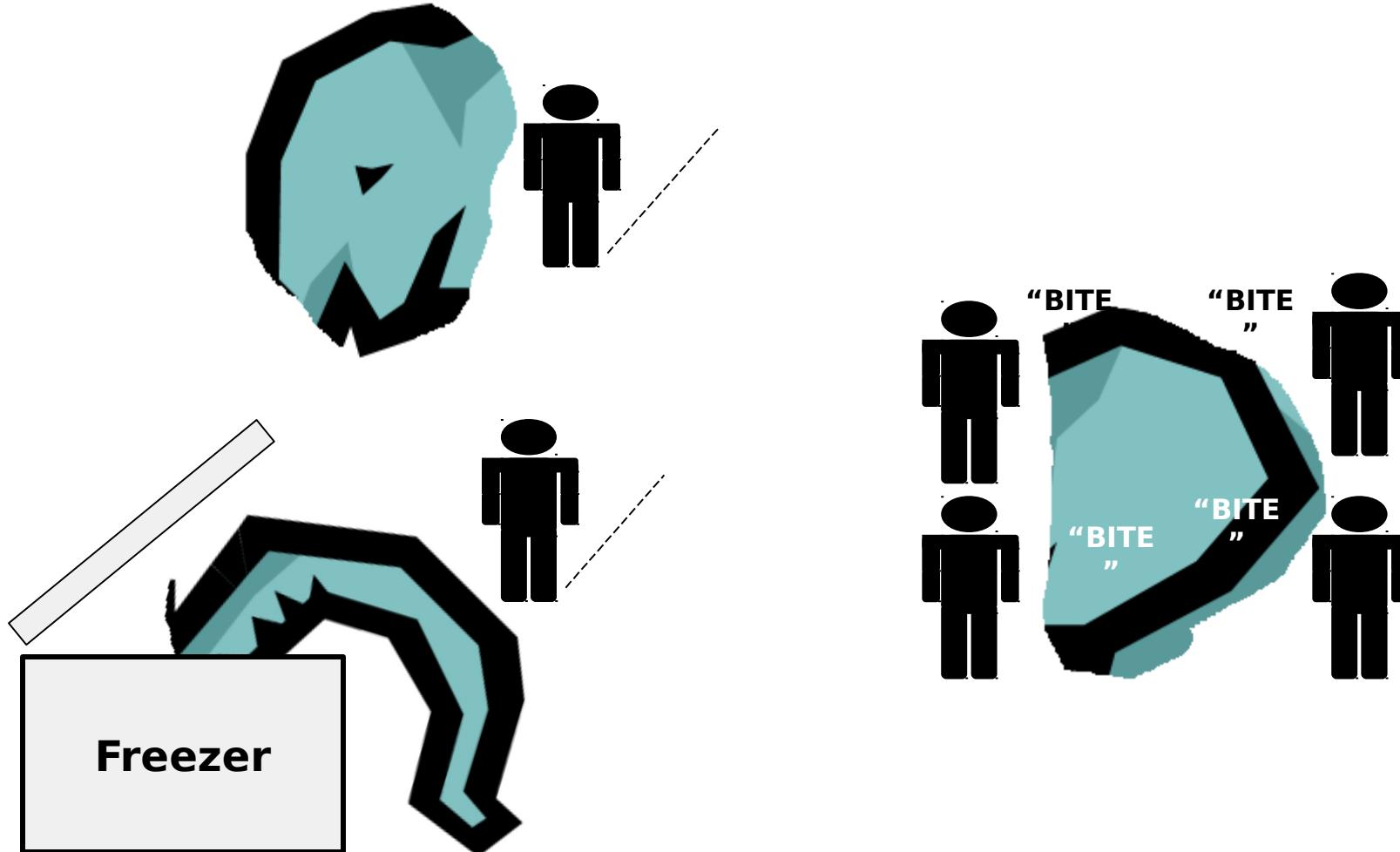


## Freezer

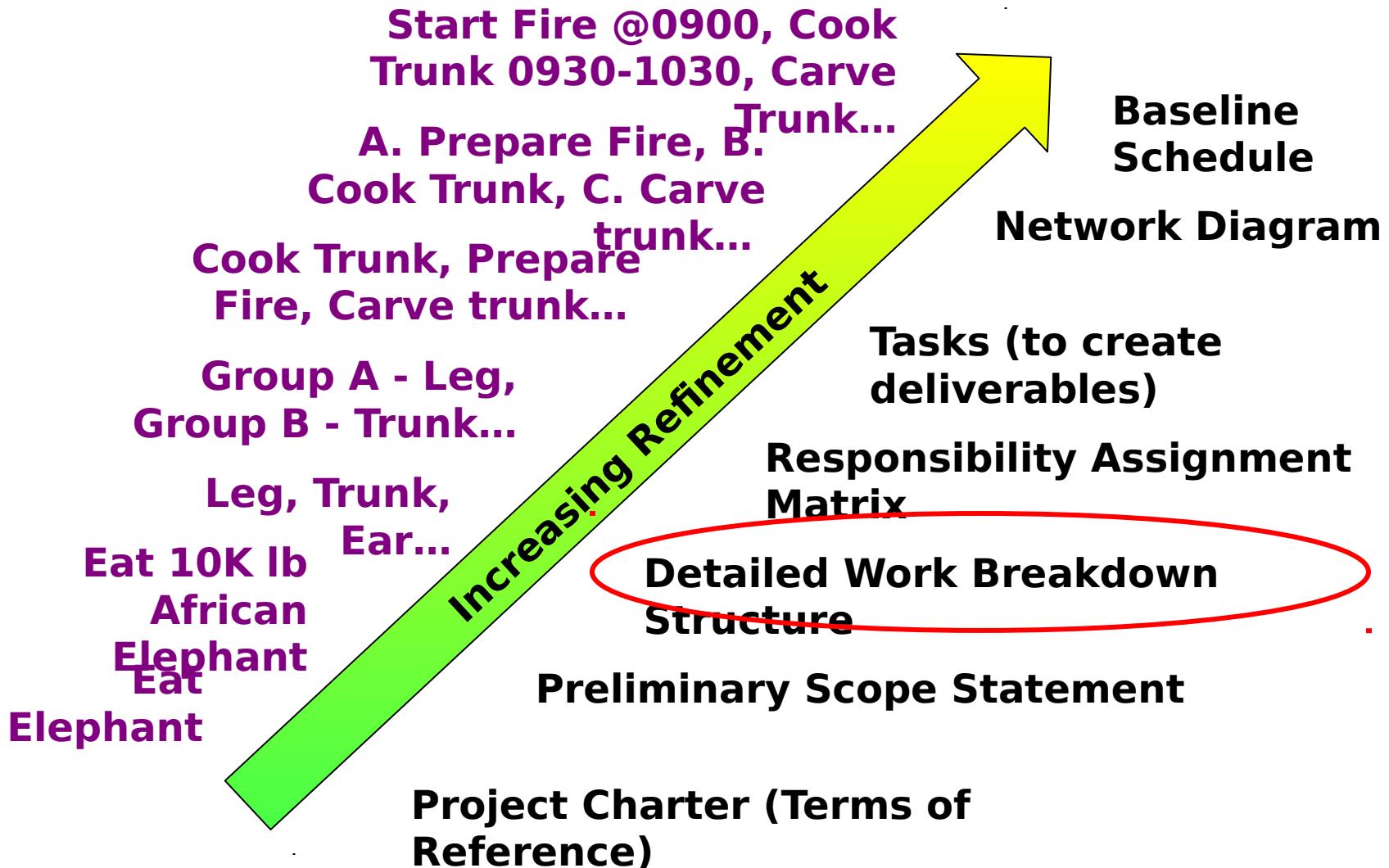
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# *Breakdown the Scope to the Next Level*

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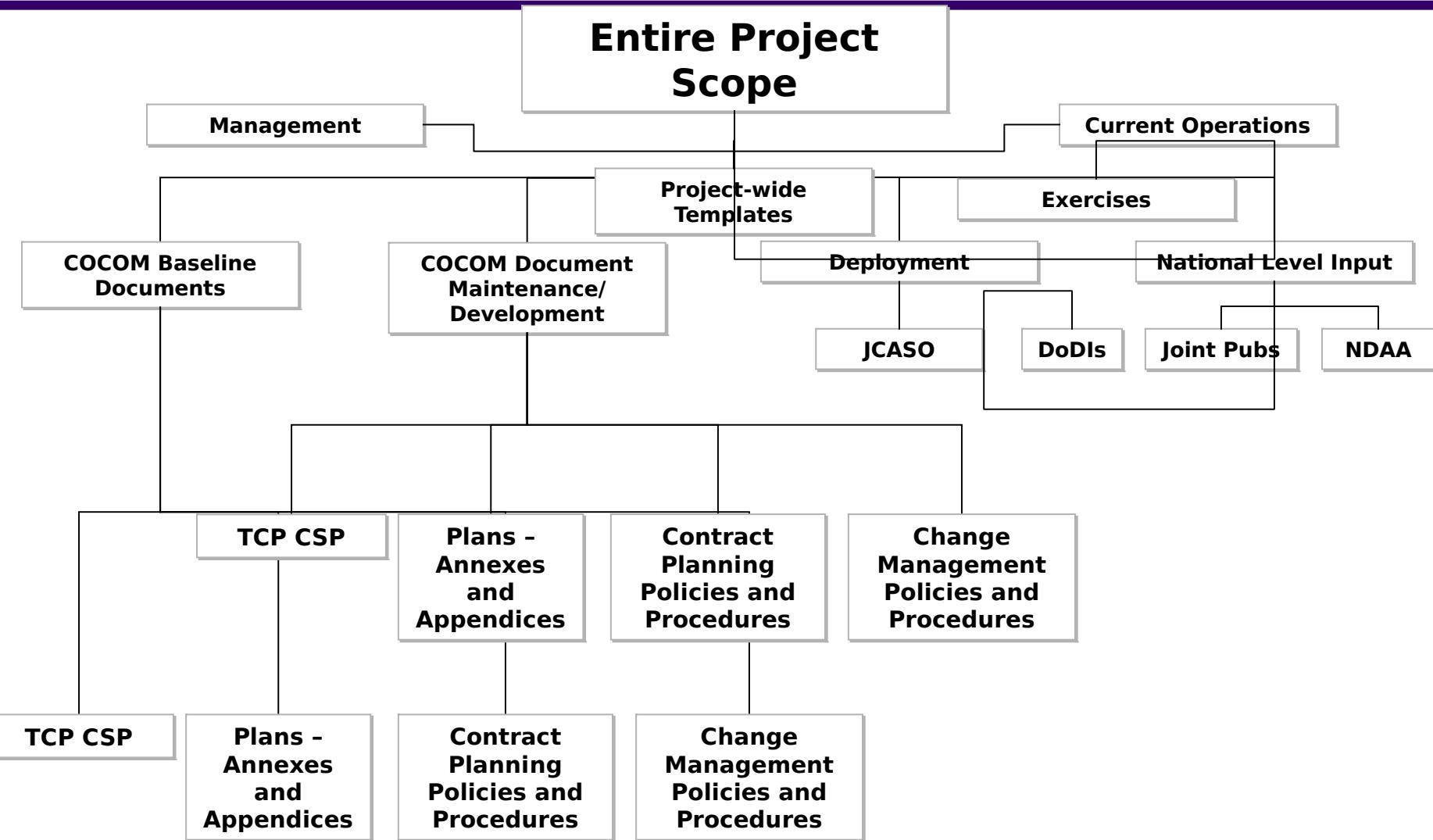


# Scope to Schedule



# ***WBS/WBS Dictionary/OBS/RAM***

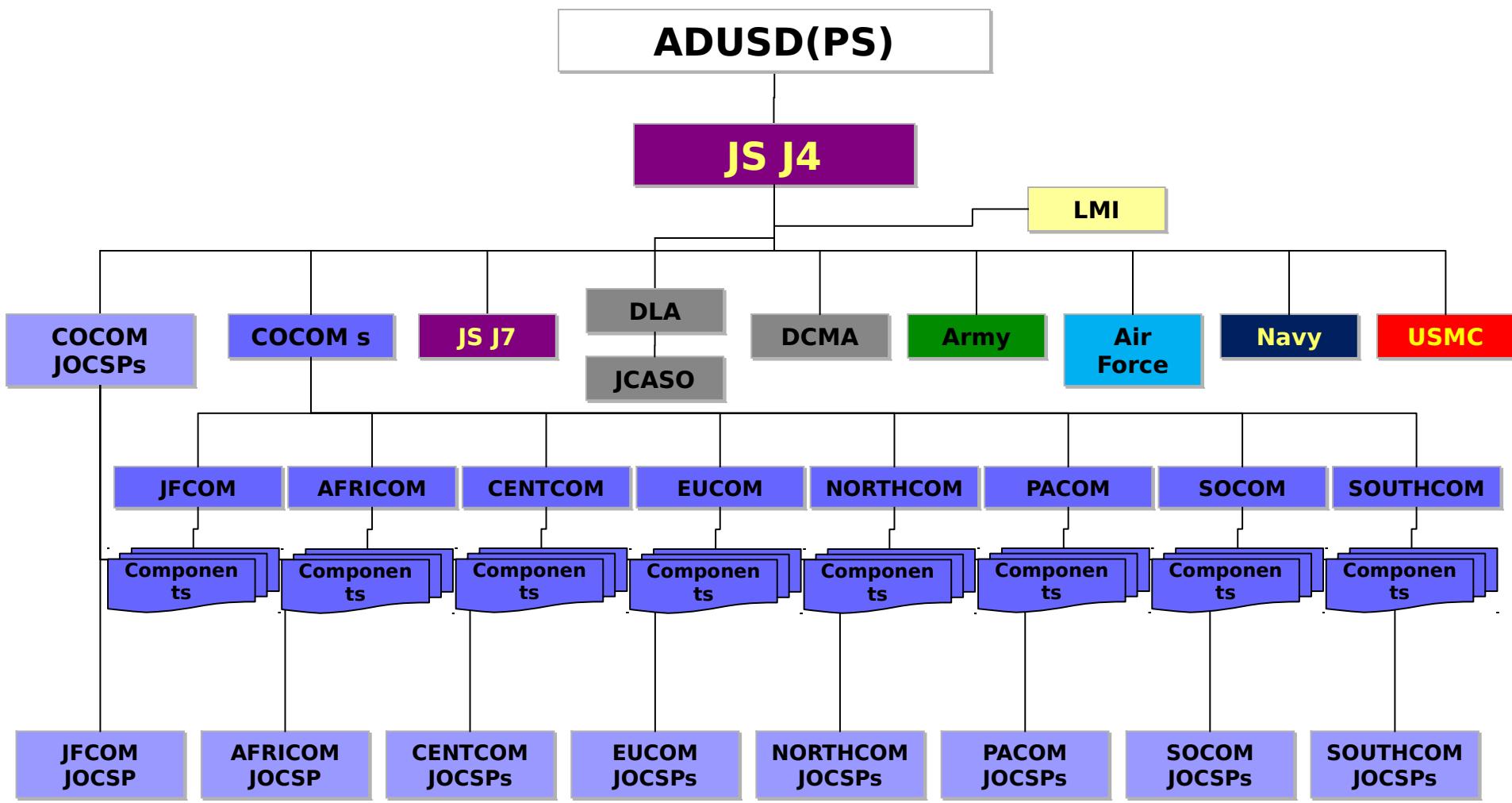
# ***Joint Operational Contract Support Project Work Breakdown Structure (WBS)***



# ***WBS Dictionary Excerpt***

<b>WBS Elements (by Level)</b>				<b>Definition</b>
<b>01</b>	<b>01.xx</b>	<b>01.xx.xx</b>	<b>01.xx.xx.xx</b>	
Entire Project Scope				Encompasses all Joint Operational Contract Support Planning products and produced by ADUSD (PS), JSI 4, COCOMs, COCOM LOCSPs and LMI.
	Management			Consists of all products and efforts related to management of the J OCSP program.
		Project Management Plan		A written plan that describes how the project is to be managed. Includes separate communications management and risk management plans.
			Project Management Plan	A written plan that describes how the project is to be managed. Includes separate communications management and risk management plans.
		Monthly Reports		Includes reports from J OCSPs and a consolidated report the ADUSD (PS) and JSI 4. These reports include, as a minimum, status of progress against baseline tasks, reasons for deviation from projected task start/finish dates, status of risks, and upcoming tasks/events. Details for the reports will be included in the communications management plan.
			Monthly Reports	Includes reports from J OCSPs and a consolidated report the ADUSD (PS) and JSI 4. These reports include, as a minimum, status of progress against baseline tasks, reasons for deviation from projected task start/finish dates, status of risks, and upcoming tasks/events. Details for the reports will be included in the communications management plan.
		Weekly Telecons		Used as a medium to discuss subjects common to all J OCSPs and of concern to ADUSD (PS) and JSI 4. Used to provide forewarning of events and deviations to the baseline schedule.
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		Semi-annual Conferences		These conferences are used to share information relevant to all J OCSPs, conduct planning, review past accomplishments and discuss future direction.
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# *Joint Operational Contract Support Project Organizational Breakdown Structure (OBS)*

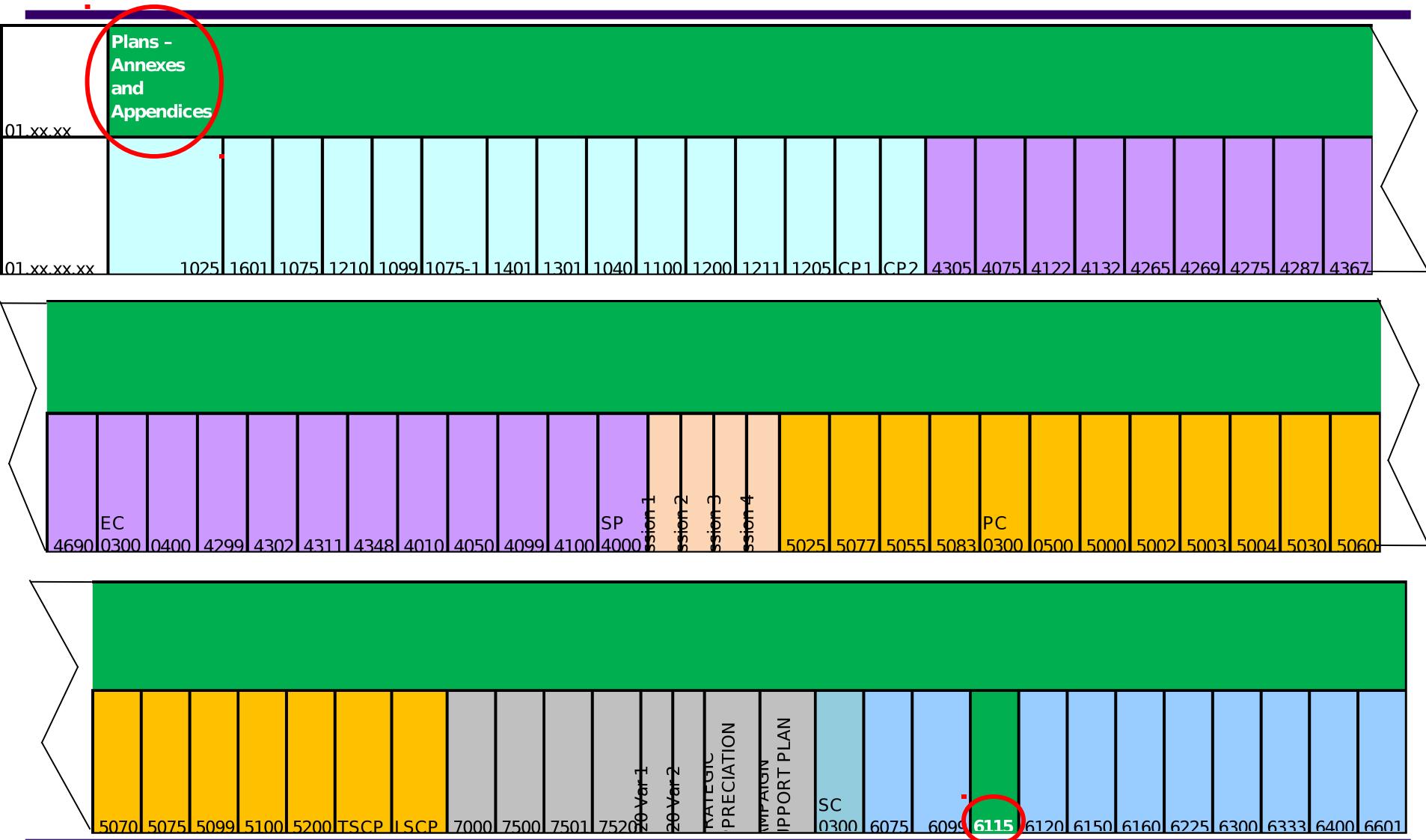


# Example - WBS to the 3<sup>rd</sup> Level

WBS Level	Entire Project Scope														
	Management				Project-wide Templates and Tools					COCOM Baseline Documents					
	Project Management Plan		Monthly Reports	Weekly Telecons	Semi-annual Conferences	SharePoint Site	Annex W Template	MSEL Database	Best Practices Database	Lessons Learned Tool	Theater-wide CSP	COCOM OCS Web Site Inputs	Plans - Annexes and Appendices	Contract Planning Policies and Procedures	Change Management Policies and Procedures
	01.xx.xx	01.xx.xx													

COCOM Document Maintenance/Development					Deployment	National Level Input						Exercises	Current Operations			
Theater-wide CSP Rev 1	COCOM OCS Web Site Inputs Rev 1	Plans - Annexes and Appendices Rev 1	Contract Planning Policies and Procedures Rev 1	Change Management Policies and Procedures Rev 1	J CASO	DoDIs	J METL Inputs	J PME Inputs	J APEX Log Working Group Inputs	Joint Pubs	NDAA	Exercises	CENTCOM CLPSB	CENTCOM Contracting C2	CENTCOM Operations	CENTCOM Annual Acquisition Conference

# Example - WBS to the 4th Level



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## ***Example - RAM (WBS x OBS) Excerpt***

**“R” at the intersection of SOUTHCOM JOCSPs and 6115 indicates responsibility.**

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# Example - Schedule for Analysis of 6115

Task Name	Baseline Duration	Baseline Start	Baseline Finish	Actual Duration	Actual Start	Actual Finish	% Complete	1st Quarter		2nd Quarter	
								Feb	Mar	Apr	May
<b>Plan 6115 Documents</b>	<b>122.5 days</b>	<b>Thu 2/5/09</b>	<b>Thu 7/30/09</b>	<b>2.72 days</b>	<b>Thu 2/5/09</b>	<b>NA</b>	<b>25%</b>				
<b>Analysis of 6115</b>	<b>43.5 days</b>	<b>Thu 2/5/09</b>	<b>Wed 4/8/09</b>	<b>3.99 days</b>	<b>Thu 2/5/09</b>	<b>NA</b>	<b>25%</b>				<b>4/8</b>
Analyze Base Plan of 6115	5 days	Thu 2/5/09	Wed 2/11/09	5 days	Thu 2/5/09	Wed 2/11/09	100%				
Analyze Annex D of 6115	3 days	Thu 2/12/09	Tue 2/17/09	0 days	Thu 2/12/09	NA	0%				
Analyze Annex P of 6115	0.5 days	Wed 2/18/09	Wed 2/18/09	0 days	NA	NA	0%				
Analyze Annex G of 6115	0.5 days	Wed 2/18/09	Wed 2/18/09	0 days	NA	NA	0%				
Analyze Annex E of 6115	0.5 days	Thu 2/19/09	Thu 2/19/09	0 days	NA	NA	0%				
Analyze Annex Q of 6115	0.5 days	Thu 2/19/09	Thu 2/19/09	0 days	NA	NA	0%				
Analyze Annex B of 6115	0.5 days	Fri 2/20/09	Fri 2/20/09	0 days	NA	NA	0%				
Analyze Annex T of 6115	0.5 days	Fri 2/20/09	Fri 2/20/09	0 days	NA	NA	0%				
Analyze Annex K of 6115	2 days	Mon 2/23/09	Tue 2/24/09	0 days	NA	NA	0%				
Analyze Annex S of 6115	1 day	Wed 2/25/09	Wed 2/25/09	0 days	NA	NA	0%				
Analyze Annex V of 6115	4 days	Thu 2/26/09	Tue 3/3/09	0 days	NA	NA	0%				
Analyze Annex C of 6115	5 days	Wed 3/4/09	Tue 3/10/09	0 days	NA	NA	0%				
Analyze Annex A of 6115	1 day	Wed 3/11/09	Wed 3/11/09	0 days	NA	NA	0%				
Analyze Annex F of 6115	0.5 days	Thu 3/12/09	Thu 3/12/09	0 days	NA	NA	0%				
Analyze Annex H of 6115	0.5 days	Thu 3/12/09	Thu 3/12/09	0 days	NA	NA	0%				
Analyze Annex J of 6115	0.5 days	Fri 3/13/09	Fri 3/13/09	0 days	NA	NA	0%				
Analyze Annex L of 6115	1 day	Fri 3/13/09	Mon 3/16/09	0 days	NA	NA	0%				
Analyze Annex M of 6115	0.5 days	Mon 3/16/09	Mon 3/16/09	0 days	NA	NA	0%				
Analyze Annex N of 6115	0.5 days	Tue 3/17/09	Tue 3/17/09	0 days	NA	NA	0%				
Analyze Annex W of 6115	0.5 days	Tue 3/17/09	Tue 3/17/09	0 days	NA	NA	0%				
Analyze Annex X of 6115	0.5 days	Wed 3/18/09	Wed 3/18/09	0 days	NA	NA	0%				
Analyze Annex Y of 6115	1 day	Wed 3/18/09	Thu 3/19/09	0 days	NA	NA	0%				
Analyze Annex Z of 6115	1 day	Thu 3/19/09	Fri 3/20/09	0 days	NA	NA	0%				
Write Analysis Paper for 6115	7 days	Fri 3/20/09	Tue 3/31/09	0 days	NA	NA	0%				
Submit Analysis Paper for 6115 to Peer Review	3 days	Tue 3/31/09	Fri 4/3/09	0 days	NA	NA	0%				
Update Analysis Paper for 6115	1 day	Fri 4/3/09	Mon 4/6/09	0 days	NA	NA	0%				
Deliver Analysis Paper for 6115 to COCOM	1 day	Mon 4/6/09	Tue 4/7/09	0 days	NA	NA	0%				
Prepare Analysis Presentation for 6115	7 days	Fri 3/20/09	Tue 3/31/09	0 days	NA	NA	0%				
Submit Analysis Presentation for 6115 to Peer Review	3 days	Tue 3/31/09	Fri 4/3/09	0 days	NA	NA	0%				
Update Analysis Presentation for 6115	1 day	Fri 4/3/09	Mon 4/6/09	0 days	NA	NA	0%				
Deliver Analysis Presentation for 6115 to COCOM	1 day	Tue 4/7/09	Wed 4/8/09	0 days	NA	NA	0%				
Analysis of 6115 Complete	0 days	Wed 4/8/09	Wed 4/8/09	0 days	NA	NA	0%				<b>4/8</b>

# ***How PM applies to the JOCSP effort***

# *Phasing*

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- **Two Phases to the Effort**
  - **Establishment Phase - the “project” phase**  
**Establish firm foundation for future work**  
**Doing things for the first time**  
**First iteration or two of deliverables**
  - **On-going Operations Phase**  
**Subsequent iterations of deliverables**  
**Processes firmly established**

**Project - a temporary endeavor taken to produce a unique product, service or result.**

# ***WBS/WBS Dictionary/OBS/RAM***

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- **WBS**
  - **Identify all deliverables**
  - **Breakdown scope into constituent parts**
- **WBS Dictionary**
  - **Describe all WBS elements in detail**
- **OBS**
  - **Identify stakeholders**
- **RAM**
  - **Identify responsibilities**
  - **Define relationship of scope to organization**
- **All**
  - **Update as required**

# *Schedules*

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- **Each COCOM identifies tasks required to create deliverables described in WBS Dictionary**
- **Each COCOM develops a network diagram of the tasks**
- **Durations are added to the tasks to create a baseline schedule**
- **Progress is measured against the baseline schedule**
- **Rolling Wave planning used to improve accuracy**

**COCOMs control the priorities and schedule.  
No change to current COCOM efforts.**

# *Charter*

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- **Typically completed first**
- **We will back into a charter based on results of RAM refinement**

# ***PM Plan/Communications Plan/Risk Management Plan***

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- **PM Plan**
  - **Describes how the project will be managed**
  - **Typically derived from Project Charter**
- **Communications Plan**
  - **Annex to PM Plan**
  - **Describes communications flow for project**
  - **Uses RAM as a major input**
- **Risk Management Plan**
  - **Annex to PM Plan**
  - **Identifies risks to project**
  - **Identifies strategies to be used for handling risks**

# ***Costs, Benefits and Concerns***

- **Initial Costs**

- **Staffing time to complete WBS/WBS Dictionary/OBS/RAM**

- **Schedule development**

**Week long workshop to learn the scheduling tool and develop ~80% schedule**

<u>Product</u>	<u>Time to complete the final 20%</u>	<u>% Complete</u>
<b>Work Breakdown Structure (WBS)</b>		<b>75%</b>
<b>WBS Dictionary</b>		<b>25%</b>
<b>Organization Breakdown Structure (OBS)</b>		<b>75%</b>
<b>Responsibility Assignment Matrix (RAM)</b>		<b>10%</b>
<b>Project Schedule</b>		<b>0%</b>
<b>Measure Progress</b>		<b>0%</b>

# *Costs (continued)*

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- **Ongoing costs**
  - **No significant changes or additions:**  
**About 30 minutes per week - add “Actual Start” and “Actual Finish” dates to the file**  
**Update at end of Rolling Wave - about a week’s worth of work**
  - **If changes or additions are significant:**  
**Depends upon proficiency in the tool and nature of the changes**  
**Aid from fellow JOCSPs available**

# Benefits

- Approach recognized by industry and government
- ANSI/PMI 99-001-2004

## Project Management Institute (PMI) Specific Interest Groups (SIGs)

Aerospace and Defense SIG	Automation Systems SIG	Consulting SIG	Design-Procurement-Construction SIG
Diversity SIG	E-Business SIG	Education and Training SIG	Financial Services SIG
Government SIG	Healthcare Project Management SIG	Human Resources SIG	Information Systems SIG
International Development SIG	IT & Telecom SIG	Manufacturing SIG	Marketing and Sales SIG
Metrics SIG	New Product Development SIG	Oil, Gas, Petrochemical SIG	Pharmaceutical SIG
Program Management Office SIG	Quality in PM SIG	Retail SIG	Risk Management SIG
Service & Outsourcing SIG	Students of PM SIG	Troubled Projects SIG	Utility Industry SIG
Women in PM SIG			

# ***Benefits (continued)***

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- **Decision Makers can make better informed decisions**
  - **Understand the “big picture”**
  - **Set expectations**
  - **Wargame changes and additions**
- **The impact of changes can be identified and quantified**
  - **Changes can be seen in terms of the “Iron Triangle”**
- **Disciplined, proactive approach to planning, monitoring and controlling an effort**
  - **Planning gives us additional insight into cost and schedule**
  - **Monitoring against a baseline identifies occurrence of risks earlier**
  - **Controlling process of how changes are implemented**

# ***Benefits (continued)***

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- Risks and opportunities are more readily identified
  - Scope “holes” can be identified while developing the WBS
  - Re-use of deliverables may be identified as a possibility
  - Cut-off points may be optimized
- Stakeholders know their roles and responsibilities
  - Who does what to whom and when is identified
  - “Holes” can be identified up front - Who eats the tail?
- Stakeholders remain informed
  - Status reports are based on delivery against a baseline schedule
  - Who communicates what to whom is identified in the Communications Plan

# *Concerns*

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- **Is the JOCSP effort worthwhile?**
- **Is the effort more likely to continue with a clearly defined scope against which we can demonstrate progress?**
- **Is there a need to set expectations for stakeholders?**

# *Backup*

# **Work Breakdown Structure (WBS)**

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- **What it is**
  - **A deliverable oriented hierarchical decomposition of the work to be executed by the team to accomplish the objectives and create required deliverables. It organizes and defines the JOCSP total work scope.**
- **What it does**
  - **Defines the project scope in terms of deliverables**
  - **Provides a framework for status and progress reports**
  - **Facilitates communication with stakeholders**
  - **It is a key input to other project management processes and deliverables (schedule, change control, risk management, etc...)**

# ***WBS Dictionary***

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- **What it is**
  - **The WBS Dictionary includes a brief description of the scope of work, defined deliverables, a list of associated activities and a list of milestones for each element of the WBS.**
- **What it does**
  - **Defines each element of the WBS (in terms of deliverables)**
  - **Documents what each WBS title means**
  - **Acts as a touchstone for current and future team members**
  - **It is a key input to other project management processes and deliverables (schedule, change control, risk management, etc...)**

# *Organizational Breakdown Structure (OBS)*

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- **What it is**
  - **A hierarchically organized depiction of the project organization arranged so as to relate the elements of the WBS to the performing units.**
- **What it does**
  - **Identifies each element of the organization working on the project**
  - **Depicts the relationship between elements of the organization**
  - **It is a key input to other project management processes and deliverables (schedule, change control, risk management, etc...)**

# ***Responsibility Assignment Matrix (RAM)***

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- **What it is**
  - A structure that relates the project OBS to the WBS to help ensure that each component of the project's scope of work is assigned to a responsible person/team.
- **What it does**
  - Links deliverables to organizations
  - Designates roles, responsibilities and authorities
  - It is a key input to the Communications Plan
  - It is a key input to other project management processes and deliverables (schedule, change control, risk management, etc...)

# Iron Triangle

